

# LIBRARY SERVICES & TECHNOLOGY ACT

October 2002 through September 2007

**FIVE-YEAR PLAN FOR MICHIGAN**

**FIVE-YEAR PLAN FOR MICHIGAN**



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## Library of Michigan

Christie Pearson Brandau, State Librarian



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*The Library of Michigan is part of the Department of History, Arts and Libraries, whose mission is to enrich the quality of life for Michigan residents by providing access to information, preserving and promoting Michigan's heritage and fostering cultural creativity. The department also includes the Mackinac Island State Park Commission, the Michigan Council for Arts and Cultural Affairs, the Michigan Film Office and the Michigan Historical Center.*

# **Library Services and Technology Act**

## **Five-Year Plan for Michigan**

**October 1, 2002 - September 30, 2007**

Christie Pearson Brandau, State Librarian

Jo Budler, Deputy State Librarian

Jolee Hamlin, LSTA Specialist

Sheryl Mase, Director of Library Development, Editor

Library of Michigan  
702 West Kalamazoo  
P.O. Box 30007  
Lansing, MI 48909-7507

For questions or comments about this publication contact Sheryl Mase  
at 517-373-4331, or email [smase@michigan.gov](mailto:smase@michigan.gov).

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## Mission of the Library of Michigan

- Meet the information needs of the legislature and state government
- Meet the administrative, developmental and technical assistance needs of Michigan libraries
- Meet library service needs of individuals and agencies as a statewide resource

The Library of Michigan promotes, advocates and consistently works to achieve the highest level of library service to the State of Michigan and its residents. The Library of Michigan serves the legislature, the Executive and Judicial branches of state government and libraries throughout Michigan by meeting information needs, providing administrative, developmental and technical assistance, and functioning as a statewide resource for individuals and agencies.

## Vision Statement

The Library of Michigan is a nationally recognized, visible, electronic and traditional library and leadership development center serving as a vital information resource to the legislature, state government and residents of Michigan.

- Library of Michigan provides access to Michigan and government information with optimum speed and ease of use. Priority users include legislators, legislative staffs, and state employees, acting in their official capacities, to whom the Library provides the broadest possible services.
- Library of Michigan is a visionary mentor to libraries throughout the state, providing and strengthening library cooperation and development among all Michigan's libraries.
- Using a team approach, the Library of Michigan staff is empowered to work to their full capabilities in a complex and changing environment to serve the library and its clients.
- Library of Michigan actively pursues funding sources to support and strengthen the collections of the Library, access to technology, and the provision of services to its clients.

# Introduction

The federal Library Services and Technology Act (LSTA) of 1996, a section of the Museum and Library Services Act, promotes access to information resources provided by all types of libraries. The legislation provides grant funding through State Library Administrative Agencies (SLAA) using a population-based formula. The LSTA outlines two broad priorities for funding. The first priority relates to activities that use technology for information sharing among libraries and between libraries and other community services. The second priority is for programs that make library resources more accessible to urban and rural localities, to low-income residents, and to others who have difficulty using library services.

State libraries may use the appropriations to support statewide initiatives and services. They also may distribute the funds through subgrant competitions or cooperative agreements to public, academic, research, school, and special libraries in their state.

This LSTA Five-Year Plan for Michigan has been submitted to and approved by the Institute of Museum and Library Services (IMLS), an independent agency within the Executive Branch of the Federal Government. The Institute of Museum and Library Services was established by an act of Congress in 1996 to improve and support library, museum and information services.

## Existing Partnerships:

Michigan libraries begin the next five years of the LSTA program with a solid base of collaboration. The commitment and hard work of individuals throughout the state contribute to a shared vision of library service. Such efforts help to support the following statewide initiatives:

- The nationally recognized Michigan eLibrary (MeL) -- an anywhere, anytime, information gateway for Michigan residents that provides free access to hundreds of full-text magazines and newspapers, more than 10,000 electronic books, a myriad of databases, and the “best of the web,” chosen by librarians with subject expertise;
- The formation of the Action Team for Library Advancement Statewide (ATLAS). ATLAS is working on the design of a statewide information delivery service, which will link all Michigan residents to the information they need, when they need it, where they need it, and in the format that they desire. Components of the system will include electronic delivery of full-text and digitized resources, as well as physical delivery of those items not available in electronic formats;
- The establishment of a Quality Services Advisory Committee whose mission is to develop measurable benchmarks for public libraries to use in developing high quality service in Michigan libraries.

## Stakeholder Involvement

The Library of Michigan works closely with the LSTA Advisory Council, which is comprised of thirteen members, each representing either a library type or a library user group. Library cooperatives and public, school, institutional, special, and academic libraries are represented. Furthermore, representatives for library user groups include persons with disabilities and from disadvantaged communities. A member of the Library of Michigan Board of Trustees also serves as an ex-officio member of the Council.

The LSTA Advisory Council will continue to provide input to the Library of Michigan regarding the overall direction of the LSTA program for Michigan, reviewing the practical aspects of implementation, assisting in efforts to reduce the amount of paperwork involved, and ensuring that stated goals are met. These individuals participated in discussions and surveys that led to the crafting of this Five-Year Plan. They serve as representatives of their individual libraries as well as representatives of the Michigan library community as a whole.

The Library of Michigan Board of Trustees has been and will continue to be asked for their opinions and feedback relating to the development, implementation, and evaluation of the Five-Year Plan.

Additionally, an online discussion list exists for issues relating to the LSTA program in Michigan. This list is hosted and managed by the Library of Michigan, and acts as a means of soliciting ongoing input from the library community throughout the state.

## Needs Assessment

In preparation of this LSTA Five-Year Plan for Michigan, the Library of Michigan actively sought feedback from the library community. Needs of the library community and its users were assessed and evaluated using a variety of methods.

### Analysis:

- The WJSchroer Company was hired to perform an evaluation of the first LSTA Five-Year Plan for Michigan (October 1, 1997 – September 30, 2002). The study was performed from September – December of 2001 and included three parts:
  - a. In-depth case studies of successful versus unsuccessful subgrant applicants;
  - b. In-person focus group sessions held across the state with representatives from various library types;
  - c. A telephone survey of 250 library staff members from various library types throughout the state.
- In the Spring of 2000, the WJSchroer Company also performed a comprehensive evaluation of the AccessMichigan program, a statewide database access service that has received LSTA funding. A quantitative study utilizing a random telephone survey of 387 Michigan librarians was performed and provided indirect access to data on library patrons.



- Results from feedback sessions and surveys performed by Library of Michigan staff were compiled and analyzed.
- Final reports written by subgrantees were scanned for evaluative content and areas of need for future funding.
- Outside sources with broader evaluative data were analyzed as well, such as the Digital Divide study performed by the McClure group, U.S. Census data, and Federal State Cooperative System for Public Library Data.

## **LSTA Forums:**

The Library of Michigan conducted LSTA feedback sessions in the Fall of 2001 in various locations throughout the state. Two feedback sessions were held at each location. A total of fourteen sessions were held in all. Attendees included library staff and trustees. The session locations were as follows:

October 15, 2001 – Grand Rapids, Kent District Library Service Center

October 17, 2001 – Marquette, Peter White Public Library

October 18, 2001 – Petoskey, North Central Michigan College

October 19, 2001 – Cadillac, Cadillac-Wexford District Library

October 22, 2001 – Lansing, Library of Michigan

October 23, 2001 – Livonia, Livonia Civic Center Library

October 24, 2001 – Frankenmuth, Bavarian Inn

These forums were an important source of feedback regarding the development, implementation, and evaluation of the LSTA Five-Year Plan for Michigan. Some of the questions asked during these sessions included:

- How should LSTA funds be divided between statewide projects and individual grants?
- What should be the LSTA funding priorities for Michigan?
- What if State funding of AccessMichigan were reduced?
- Should a cash match be required for LSTA competitive grants?

In general, most participants indicated that the distribution of LSTA funding between statewide projects and individual grants has been effective and fair. Respondents felt that statewide resource sharing should be a priority, with the Library of Michigan leading this effort. The overwhelming majority of those surveyed felt that the AccessMichigan program has been an excellent use of LSTA funds, and that the program should be continued, even if it means a reduction in funding for individual grants.

In terms of the cash match requirement, most participants responded that the smaller grants should not require a match, but that a match is a good idea for larger projects. Certain needs, which are discussed below, also were identified through the LSTA Forums.

### **AccessMichigan Forums:**

The Library of Michigan also conducted AccessMichigan (now referred to as the databases of MeL) feedback sessions in the Spring of 2002 in various locations throughout the state. Each two-hour session included a discussion of database selection and renewal, patron feedback regarding the service, and a look at remote access options for Michigan residents. These sessions were held in the following locations:

May 2, 2002 – Bloomfield Hills, Bloomfield Township Public Library

May 23, 2002 – Marquette, Peter White Public Library

May 28, 2002 – Sterling Heights, Sterling Heights Public Library

May 30, 2002 – Hudsonville, Gary Byker Memorial Library

June 5, 2002 – Mackinaw City, Mackinaw Area Public Library

June 7, 2002 – Paw Paw, Southwest Michigan Library Cooperative

June 10, 2002 – Saginaw, White Pine Library Cooperative

June 14, 2002 – Lansing, Library of Michigan

June 18, 2002 – Cadillac, Cadillac-Wexford County Public Library

### **Michigan Statistical Summary:**

**Age:** Of the total population of 9,938,444, 16.1% of Michigan's population is 60 years of age or older. The percentage under the age of 18 is 26.1%.

**Income:** The percentage of families in Michigan that are living below the poverty level is 7.4%, and the percentage of individuals living below the poverty level is 10.5%. The poverty rate for households with single parent females is 37.8%. 14.1% of Michigan households have less than \$15,000 in annual income, and the median household income is \$44,667.

**Employment:** The unemployment rate of Michigan's civilian labor force was reported as 5.8% in the U.S. Census 2000. The seasonally adjusted unemployment rate for Michigan reported by the Michigan Department of Career Development was 6.2% in May 2002.

**Industry:** The largest industry in Michigan remains manufacturing at 22.5%, with educational, health and social services at 19.9% and retail trade at 11.9%.

**Education:** 16.6% of the Michigan population that is 25 years or older has no high school diploma. 28.8% of this age group has an associate or higher level degree. With a per pupil revenue of \$8,904, Michigan ranks 11th in this area.

**Libraries:** Michigan has the following number of libraries returning directory information:

390 public libraries, with an additional 309 branch facilities;

14 library cooperatives;

160 academic libraries;

1,145 school libraries;

157 special libraries;

12 subregional Libraries for the Blind and Physically Handicapped;

3 Native American tribal libraries.

Out of the fifty states, Michigan ranks 28th in library visits per capita at 4.1, and 35th in circulation per capita at 5.4. Operating income per capita for public libraries in Michigan is \$27.90, which holds a ranking of 19th nation-wide.

## **Identified Needs:**

The following needs have been identified based on feedback from the library community, the analysis provided by WJSchroer, and continuous assessment of the library community and its users.

### ***Users Need:***

- Public access computers and training in their use;
- Immediate online access to electronic materials;
- Fast and efficient methods of identifying, requesting, and receiving library materials using the Web;
- Awareness of materials that are available to them free of charge from the library.

### ***Libraries Need:***

- The ability to expand their collections virtually by sharing with all libraries in the state;
- A cost effective way to provide automated interlibrary lending services, based on patron initiated requests;
- An efficient and inexpensive delivery system to get materials to users;
- Links to national resource sharing systems for materials not available in Michigan.

### ***Key Stakeholders Need:***

- Maximization of the investment already made in extensive resources and information systems for Michigan's libraries;
- The efficient use of resource sharing strategies to reduce unnecessary duplication of library resources and services in the state;
- To enable all residents, especially underserved populations from rural, urban, multicultural and disabled communities, to have improved access to information in Michigan's libraries.

### ***Other needs were identified repeatedly at the LSTA Forums. They were:***

**Technology:** Libraries need to incorporate technology planning into their ongoing process of planning. LSTA funding can provide "seed" money for a project that then will need to be sustained by the library's regular budget. Libraries need assistance in order to prepare for a future of statewide resource sharing.

**Training:** There is an ongoing need for training in all aspects of technology and continuing education. Training centers need to be kept up to date, and a variety of training formats should be utilized. Libraries need well-trained staff in order to assist the public and in turn to offer public training sessions on the use of information technology.

**Public Awareness:** The activities of libraries and the services they offer must be publicized. There is great need to market Michigan eLibrary (MeL) to assure public awareness of the vast information resources that are available to them.

### **Process for Updating Needs Analysis:**

Needs analysis is a continual process. On an annual basis, the Library of Michigan will:

- Collect data from libraries across the state on various aspects of library service and compare within the state and to national data;
- Monitor statistics and trends from both the library community and from external sources;
- Assess the subgrant final reports, looking for future funding needs and suggested changes to the LSTA subgrant program;
- Query the Library of Michigan Board of Trustees, LSTA Advisory Council, and LSTA user group (via the listserv) asking for an assessment of the Five-Year Plan, and suggested alignment with possible changes in documented as well as perceived needs;
- As appropriate, perform surveys and needs analyses for statewide initiatives.

## General Philosophy for Use of LSTA Funding in Michigan

From discussions with various advisory groups, patrons, and staff comes a general philosophy for the use of LSTA funding in Michigan:

- Aggressively inform library staff, trustees, legislators, and the public about the LSTA program;
- Provide mentoring for those who need assistance with grant applications;
- Leverage LSTA dollars with in-kind funding and services;
- Resist spending LSTA dollars on redundant purposes;
- Move successful programs off LSTA funding as soon as is feasible;
- Encourage collaboration among libraries and between libraries and other community organizations;
- Support demonstration projects with statewide service implications.

## LSTA Goals for Michigan

**GOAL I:** Provide all Michigan residents statewide access to the widest possible range of information, library resources and services to advance and enhance their lives as workers, students, citizens, family members, and lifelong learners.

**GOAL II:** Increase equity of information access and library service by providing special assistance to areas of the state where library services are inadequate (underserved rural and urban communities), and to libraries that are working to provide service to persons having difficulty using a library.

**GOAL III:** Foster innovation and technical improvements in information services by funding leading edge projects in libraries that meet and anticipate constantly changing needs for library services and information needs of Michigan's residents.

## LSTA Activities for Michigan's Goals and Priorities

**Note:** While the three goals for LSTA are expected to remain unchanged throughout the five-year period of this plan, the specific activities will be reviewed and revised on an annual basis. The results of ongoing evaluations, as well as the priorities assigned in view of current needs, will be used to refine the plan for each succeeding year. Annual reports to the Institute of Museum and Library Services will describe accomplishments and knowledge gained from LSTA-funded activities, as well as any changes in future plans for LSTA.

**GOAL I:** Provide all Michigan residents statewide access to the widest possible range of information, library resources and services to advance and enhance their lives as workers, students, citizens, family members, and lifelong learners.

**LSTA Purpose:** (existing legislation) Establishing or enhancing electronic linkages among or between libraries; linking libraries electronically with educational, social or information services; assisting libraries in accessing information through electronic networks; encouraging libraries in different areas, and encouraging different types of libraries to establish consortia and share resources.

(proposed legislation) Facilitate access to resources in all types of libraries for the purpose of cultivating an educated and informed citizenry and encourage resource sharing among all types of libraries for the purpose of achieving economical and efficient delivery of library services to the public.

### Key Output Targets:

- A statewide resource sharing system, complete with patron initiated interlibrary loan and delivery, will be in place by 2004.
- 33% of the libraries in Michigan will have their holdings reflected on the statewide resource sharing system by 2006.

- Interlibrary loan fill rates for libraries participating in the resource sharing system will increase by 20% by the end of their first year of participation.
- Digitization of the state's valuable local resources will be coordinated and underway by 2004.
- Enhanced resources on the Michigan eLibrary (MeL) and an effective searching/authentication portal will be in place by 2005.

### **Key Outcome Targets:**

- Random surveys of Michigan residents performed in 2007 will return an awareness rating of greater than 50% regarding the statewide Michigan eLibrary (MeL).
- Random surveys of Michigan residents performed in 2007 will return greater satisfaction ratings for Michigan libraries as compared to the PRISM study completed by WJSchroer in 2001.
- Library patrons will receive requested materials via the statewide resource sharing system, on average, within five days of the initiated request by 2007.

### **Program Examples:**

1. Utilize existing regional integrated library systems (currently providing service to more than 150 libraries) to create the statewide union catalog and implement resource sharing software. The statewide catalog may utilize a distributed approach or a central site database.
2. Build the resource sharing service with existing and emerging standards. These currently include Z39.50, NISO Circulation Interchange Protocol (NCIP), and ISO 10160/10161 for ILL.
3. Create a migration path for Michigan libraries and a phased implementation plan. For those libraries not yet ready for full-participation, provide participation requirements, consultation and incentive grants.
4. Create a multi-tier service so that all libraries, regardless of automation capability, can participate. The service would consist of a search-only mode for those libraries without the necessary automation to participate in the lending and borrowing service.
5. Build on existing regional delivery systems to create a comprehensive statewide physical delivery service for library materials.
6. Initiate a digitization program for the state to identify local resources in need of preservation and access, and to coordinate a statewide effort to accomplish this goal.
7. Create a training program to offer training in all regions of the state at times and places that are convenient for library staff to attend. Utilize a "train the trainer" approach.
8. Plan promotional activities and develop a coordinated marketing plan to achieve broad awareness of the increased statewide services available via the Michigan eLibrary website.

**GOAL II: Increase equity of information access and library service by providing special assistance to areas of the state where library services are inadequate (underserved rural and urban communities), and to libraries that are working to provide service to persons having difficulty using a library.**

**LSTA Purpose:** (existing legislation) Targeting library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line.

(proposed legislation) Promote improvement in library services in all types of libraries in order to better serve the people of the United States.

### **Key Output Targets:**

- Collaborative projects between libraries and other governmental or community agencies will increase by 50% from 2003-2007.
- Benchmark service levels for public libraries, according to size and population served, will be published by 2004.
- Participation in the statewide summer reading program will increase by 20% from 2003-2007.
- If determined feasible, a model for regional or statewide virtual reference will be created and implemented by 2005.

### **Key Outcome Targets:**

- Surveys of low-income population centers performed in 2007 will return a majority favorable rating for library services and programs.
- Random surveys of Michigan residents performed in 2007 will return greater awareness of and satisfaction ratings for Michigan libraries as compared to the PRISM study completed by WJSchroer in 2001.
- Michigan residents will have equitable access to digital databases and shared library resources from the community in which they live, and access to instruction in the use of these resources.



## **Program Examples:**

### ***Inadequate Service***

1. Provide state level leadership for the development and improvement of public library service by formulating quality measurements for adequate service, minimum service requirements for participation in statewide library programs, and incentives for improved service levels and encouraging local support.
2. Support LSTA projects that address library service needs of urban or rural populations with high poverty rates by enhancing local maintenance of effort funding.
3. Provide support for adequate public library service through training and continuing education for library staff and trustees.
4. Coordinate and further develop the statewide summer reading program.
5. Support partnerships with social agencies, state agencies, museums and schools for cooperative/ collaborative projects.
6. Research the feasibility of providing regional or statewide virtual reference service.
7. Aggressively promote the development of high-speed telecommunications networks that provide library users with all available Internet resources and applications.
8. Advocate for and foster the development of strong school library media centers with certified professional staff, adequate materials, and technology resources.

### ***Difficulty of use***

1. Promote and support the role played by public libraries in early literacy for children.
2. Support library programs offering bibliographic instruction and the promotion of information literacy.
3. Promote and support the provision and use of adaptive technology and services for the disabled.

**GOAL III: Foster innovation and technical improvements in information services by funding leading edge projects in libraries that meet and anticipate constantly changing needs for library services and information needs of Michigan's residents.**

**LSTA Purpose:** (existing legislation) Establishing or enhancing electronic linkages among or between libraries; linking libraries electronically with educational, social or information services; assisting libraries in accessing information through electronic networks.

(proposed legislation) Promote improvement in library services in all types of libraries in order to better serve the people of the United States.

### **Key Output Targets:**

- Encourage collaborative “leading edge” projects by reserving at least 15% of the competitive grant funding dollars for priority funding in this area.
- Provide a database of locally developed projects that can be searched online via the Library of Michigan website by 2004.
- Provide, at least once per year, a continuing education opportunity for library staff to become aware of emerging technologies.

### **Key Outcome Targets:**

- Random surveys of Michigan residents performed in 2007 will indicate increased awareness and relevance of library services offered by Michigan’s libraries, as compared to the 2001 PRISM study.
- Achieve heightened awareness of new technologies by holding annual demonstrations of innovative library projects.

### **Program Examples:**

1. Support well-developed LSTA proposals that demonstrate new technology and increase comprehensiveness, efficiency and quality of library service.
2. Give priority to projects that use technology in ways that will assist the library in meeting one or more State goals, such as improving adaptive technology or expanding outreach to remote and underserved areas of the state.
3. Develop and implement a comprehensive campaign for marketing library services throughout the state.
4. Support projects that adopt an interdisciplinary approach to the provision of library service and emphasize the importance of being relevant in today’s society.
5. Seek out new and efficient methods of providing continuing education and distance learning.

## Evaluation Plan

Evaluation for the LSTA program will include evaluation of activities conducted on a statewide basis as well as activities conducted by libraries participating in the competitive grant program.

### **What will be measured?**

*For statewide projects, the following will be measured:*

1. The number of participating libraries in Michigan;
2. The number of patrons served;
3. The satisfaction of participating library staff;
4. Patron satisfaction and impact (outcome) of the project.

*This data will be gathered by:*

- Using MeL statistics on how many libraries participate;
- Electronically monitoring the use of digital resources;
- Administering a satisfaction survey to be completed by the staff and clientele of participating libraries.

*For competitive grant projects,*

- Final narrative evaluation reports from participating libraries will be reviewed, analyzed and compiled;
- Final narrative evaluation reports from the participating libraries also will include all of the information that will be included in the statewide projects.

Based upon the procedures developed by the Institute of Museum and Library Services, the Library of Michigan will share results with the Institute and the library community. The LSTA Advisory Council will assist in analyzing data collected. An annual report will be prepared and sent to all federal legislators. The annual report also will be posted on the Library of Michigan's website and on michlib-l, the Michigan library electronic discussion list. Articles describing LSTA funded projects will be published in the Library of Michigan's newsletter, *Access*, and an annual evaluation report will be prepared and sent to the Institute of Museum and Library Services.

## Monitoring

Benchmarks for the output and outcome measures from this Plan will be tracked annually for progress. Individual grants have an interim report requirement, as well as a comprehensive final narrative report. On-site visits of libraries selected on a random basis will be performed in order to verify any equipment and materials purchases, and to discuss the grant administration process with the subgrantee.

## Communication and Public Availability

The LSTA Five-Year Plan for Michigan, will be made widely available to the general public. Methods of distribution and notification to the public will include the following:

- Reports and discussion at public meetings including the Library of Michigan Board of Trustees and the LSTA Advisory Council;
- Distribution of printed copies of the Plan to groups and individuals statewide, including the Governor's Office, directors of Public Library Cooperatives, the LSTA Advisory Council, directors of Regional Educational Media Centers for K-12 schools, deans and directors of state university libraries, community college libraries, two state chapters of the Special Libraries Association, the Michigan Library Association and its Executive Board, the Michigan Association of Media in Education, and the Michigan Library Consortium;
- The full text of the LSTA Five-Year Plan for Michigan will be made available on the Library of Michigan webpage along with other Library of Michigan publications;
- Copies of the Plan will be distributed to state document depository libraries in Michigan;
- The availability of copies of the Plan will be reported in *Access*, the statewide newsletter of the Library of Michigan;
- The availability of the Plan also will be mentioned in the course of public speaking opportunities presented by the State Librarian and members of the Library of Michigan staff.

## Assurances

The Library of Michigan has made the following required certifications and assurances:

- Statement of Program Assurances;
- Certifications Regarding Debarment, Suspension and Other Responsibility Matters: Drug-Free Workplace Requirements; Lobbying; Federal Debt Status; and Nondiscrimination;
- Assurances of Non-Construction Programs;
- Certification of Appropriate State Legal Officer.

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Department of History,  
Arts and Libraries

702 West Kalamazoo St.  
P.O. Box 30007  
Lansing, MI 48909-7507

[www.michigan.gov/hal](http://www.michigan.gov/hal)  
Phone: 517-373-1300